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2 **(C) OBJECTIVES AND WORK PRODUCT**
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- 4 (1) The efficiency study shall produce a Plan that recommends
5 specific opportunities for consolidation, shared services, and other
6 changes that permanently reduce tax burdens and/or increase the
7 quantity and quality of services.
8
- 9 (2) The efficiency study shall include all city departments, including
10 all general fund departments and all publicly-owned utilities,
11 including, but not limited to, Austin Energy, Austin Water, Austin
12 Resource Recovery, all enterprise departments, including, but not
13 limited to, the Austin Convention Center, the Austin
14 Transportation Department, and all internal service departments,
15 including but not limited to, Law, Human Resources, Economic
16 Development and Fleet Services.
17
- 18 (3) The Plan will identify specific targets for program efficiencies,
19 cost savings, revenue enhancements, private/public partnership
20 initiatives, and monetization of unused or underutilized city assets.
21
- 22 (4) The Plan shall include:
23
- 24 (a) A comprehensive diagnostic analysis of the city's budget to
25 identify spending and revenue trends and outliers. This Plan
26 objective should include:
27
- 28 (i) review and analysis of both historical and forecasted
29 revenue and expense trends; and
30
- 31 (ii) comparison of the city's revenue and expense spending
32 levels to peer cities and other recognized benchmarks.
33
- 34 (b) Recommendations that prioritize target areas with large and
35 substantial expenditures that affect the city's general revenue
36 fund and where the city can become more efficient and thereby
37 provide cost savings.
38
- 39 (c) A prioritized listing of opportunities for operating savings,
40 efficiency and enhancement recommendations both in written

1 form and explained through testimony before the city council
2 and other responsible bodies. These recommendations should
3 be:

- 4
- 5 (i) classified into short-term opportunities which can be
6 implemented within the current budget cycle, medium-
7 term opportunities which can be implemented within one
8 to three years, and long-term opportunities which may
9 require three or more years to implement; and
- 10
- 11 (ii) documented, and the independent third party entity shall
12 make the working papers available that detail the
13 assumptions behind the cost and benefit estimates for each
14 recommendation.
- 15
- 16 (d) A list of the required critical steps, including any statutory or
17 regulatory changes, an estimate of the financial and personnel
18 resources required, an estimate of the timeframe to implement
19 the recommendations, and any deployment strategies,
20 communication management, dashboards, and monitoring
21 tools necessary for its implementation.
- 22
- 23 (5) The independent third party entity shall present the Plan to the
24 council and shall be available and willing to assist in the
25 implementation of its recommendations.
- 26

27 **(D) INDEPENDENCE AND NON-INTERFERENCE**

28

- 29 (1) The independent third party entity shall have the full cooperation
30 and assistance of the City Manager, publicly-owned utilities,
31 enterprise departments, internal services departments and all other
32 City Departments in providing unfettered access to all data and
33 information requested, except as may be prohibited by law.
- 34
- 35 (2) City employees shall provide free and open access to, and furnish
36 copies of, information in any medium, including a record, book,
37 account, internal or external memorandum, tape, report, file,
38 diskette, computer data, money, fund, or other information not
39 otherwise prohibited to be released under the law, and shall also

PASSED AND APPROVED

, 2018

APPROVED:

ATTEST:

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